

# Scope of Services

The Scope of Services presented below present our approach to data collection and existing conditions analysis, TOD Overlay Zone formulation, environmental assessment, and preparation of the documents.

Initials in parentheses following the sub-section heading identify the lead firm for each sub-task:

- **D&B:** Dyett & Bhatia
- **RBF:** RBF Consulting (Environmental Consultants)
- **NN:** Nelson\Nygaard (Transportation Planners)
- **MLA:** Mia Lehrer + Associates (Landscape Architects)

“Team” refers to the entire consulting team

## **Task 1. Project Kick-off**

*Objective: Kick-off the planning project, conduct a kick-off meeting, finalize scope of work and schedule, establish protocols, outreach to key stakeholder groups and individuals, and publish project website.*

### **1-1 Kick-off Teleconference Meeting with City Staff (Team)**

Participate in a kick-off teleconference meeting with the project team, including staff from the Public Works Department, Planning Division, Housing Division, and others. Review the goals of the planning effort; work program, deliverables, and schedule; approach to public participation; and the roles and responsibilities of each team member. The TOD Overlay Zone setting will be introduced, key stakeholders identified, and grant report requirements and the relationship between the TOD Overlay Zone and other relevant planning efforts will be discussed.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Agenda</li> <li>• Meeting Summary including write up on general approach to the project’s scope of work, and identification of roles and responsibilities</li> <li>• Preliminary Public Outreach Plan</li> <li>• Summary table of relevant planning and transportation plans/studies/documents impacting the study area (City Staff)</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Kick-off teleconference meeting – Consultant team to participate in a kickoff meeting via conference phone call</li> </ul>

**1-2 Identify and Contact Key Stakeholders (D&B, City Staff)**

1.2-A *Revise the Preliminary Public Outreach Plan.* Revise Preliminary Public Outreach Plan based on staff comments and incorporate a list of key stakeholder groups and individuals, including those stakeholders identified in Task 1.0 as well as the following potential key stakeholders identified by City Staff: focused area residents (including disabled and elderly); business owners; property owners, including non-resident property owners; renters; Antelope Valley Transit Authority (AVTA); Metrolink, Metro (transit and rail representatives), SCAG, Caltrans, etc.; Antelope Valley Board of Trade; Antelope Valley Air Quality Management District (AVAQMD); Palmdale Chamber of Commerce; Palmdale Hispanic Chamber of Commerce; Antelope Valley African American Chamber of Commerce; and Plant 42 representatives.

1.2-B *C* . Conduct a series of small group stakeholder/focus group meetings held over a one- or two-day period. Specific outreach efforts to be developed in consultation with staff but may consist of one-on-one or small group interviews with stakeholders or attending meetings of interest groups and organizations in locations where these groups already meet. City staff will be responsible for identifying and contacting stakeholders and coordinating interviews/meetings.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Stakeholder database (City Staff)</li> <li>• Revised Public Outreach Plan</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Confirm stakeholders / create stakeholder contact database (City Staff)</li> <li>• Stakeholder meetings (1 trip)</li> </ul>

**1-3 Website Development and Maintenance (D&B, City Staff)**

Coordinate with the City’s IT Department/Public Information Office to develop a project-specific website and prepare information about the purpose of the planning process and project progress; workshops; meeting materials, reports, and graphics. The site will also act as a record of the process, providing meeting dates, agendas, and meeting notes in a central, accessible location. Project memorandum and milestone documents may be uploaded to the project website to be accessed by interested community members. City staff will lead in the development of specific content and manage programming and the posting of content updates.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Project-specific webpage on City’s website</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Project-specific webpage on City’s website</li> </ul>

**Task 2 Assessment**

*Objective: Prepare baseline GIS database, existing conditions analysis, and livability audit. Data collected will inform the TOD Overlay Zone, and will include information and analysis to prepare*

*the EIR environmental settings described under Task 4. D&B will also conduct the first of two community workshops to provide an overview of the project.*

## 2-1 Existing Conditions and Site Analysis (Team)

2.1-A *Existing Documents Technical Review.* Conduct a technical review of the City's existing Zoning Ordinance, General Plan, Palmdale Transit Village Specific Plan, Palmdale Energy Action Plan, Palmdale Strategic Plan, and other pertinent documents as identified by City Staff. Review aerial imagery and other project specific maps, documents, and plans.

2.1-B *Pr* *lysis Report.* The report will consist of maps and diagrams with supporting narrative. Key findings will be summarized to inform the subsequent planning process. The following subjects will be covered:

- ***Vacant and Built Land (D&B).*** Analysis and mapping of vacant and built land will include identification of existing land use in the project area based on information from the City, County Assessor's office, and focused fieldwork. D&B will also identify opportunity sites at the parcel level based on staff direction, fieldwork and development intensity/land value analysis to determine realistic opportunities for new development.
- ***Infrastructure (D&B and RBF).*** The infrastructure assessment will include review of existing infrastructure capacity and anticipated additional demand necessary to support the expected scope of the General Plan Land Use Policy Map Amendments.
- ***Circulation/Access (NN).*** The circulation assessment will be based on field observations, review of policy and standards, and data review, including the following information about the existing circulation network:
  - Maps of existing street classifications, bikeway network, transit service and pedestrian priority zones;
  - Review of existing travel mode splits, origin/destination patterns and transit service;
  - Review of existing street-design standards;
  - Summary of peak-hour turning movement and pedestrian/bicycle volume data and summary of 24-hour traffic volumes;
  - Opportunities and constraints for pedestrian, bicycle, motor vehicle, and transit access.

The future circulation network will then be considered, including:

- Proposed roadway improvements (based on previous transportation modeling); and alternative mode facilities and improvements (based on planned improvements).
- Review of future-baseline traffic volume forecasts and underlying assumptions (i.e, land use/transportation balance and model-forecasted origin/destination patterns and travel modes).

- Planned and anticipated rail alignment, improvements, and station location including the California High Speed Rail, XpressWest High Speed Rail, and Metrolink.
- **Livability (D&B).** This section will be informed by the Livability Audit conducted in Task 2.2. The livability assessment will identify opportunities and constraints related to way-finding, recreation, pedestrian access, access to services and infrastructure, as well as other livability issues.
- **Development Constraints (D&B).** D&B will identify constraints to future development having to do with fractured ownership, parcel size and shape, access issues, and other aspects of the existing pattern of development.
- **Overall Character (D&B).** D&B will summarize the structure of the neighborhood as defined by its edges, major streets, landmarks, activity nodes, gateways, block and lot patterns, and building types.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Existing Conditions and Site Analysis Report, written (hard copy) and electronic report (including maps and photographs)</li> <li>• Maps provided in GIS and/or AutoCAD format</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Focused Fieldwork (1 trip)</li> <li>• Existing Conditions and Site Analysis Report</li> </ul>

## 2-2 Livability Audit (D&B and City Staff)

Conduct a Livability Audit in coordination with area students. Coordinate with nearby schools (Yucca School and/or R. Rex Parris High School) to survey the project area. City staff will be responsible for contacting the schools and initiating the effort. The Livability Audit Report will identify opportunities and constraints to include but not limited to: way-finding, recreation, pedestrian access, access to services and infrastructure. D&B will work with City Staff to establish criteria and guidelines for the survey and D&B will prepare a tour booklet containing a map of the project area, pictures and maps.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Livability Criteria and Guidelines</li> <li>• Tour booklet with maps and pictures</li> <li>• Survey plan (route identification, schedule, and legal clearance for students)</li> <li>• Livability Audit Summary Report</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Livability Audit Report</li> </ul>

## 2-3 Community Workshop #1 (D&B and City Staff)

This meeting is expected to introduce the project’s scope and goals, provide an overview of the TOD Overlay Zone and environmental review process, help generate visibility and involvement by community members and stakeholders, and introduce key findings of the Existing Conditions and Site Analysis Report and Livability Audit. D&B will draft press and media releases which can be distributed to local media and used in promotion materials to publicize the workshop.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Meeting Materials such as PowerPoint presentation, display boards, photographs, maps, concept drawings for display and interactive uses</li> <li>• Audio recording of the workshop</li> <li>• Meeting notes and summary of all public testimony</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Community Workshop #1 (1 trip)</li> </ul>

### **Task 3. Analysis**

*Objective: Use the existing conditions study and stakeholder outreach to prepare the Multi-modal Access, Circulation, and Connectivity Analysis; Urban Design, Street and Streetscape Recommendations; TOD Overlay Zone; and General Plan, Zoning Ordinance, and PTVSP amendments. This task includes development of preliminary concepts for the land use plan and policies; mobility strategy with a focus on multimodal access and connectivity; streetscape concepts; and urban design.*

#### **3-1 Multi-Modal Access, Circulation and Connectivity Analysis (NN, D&B)**

3.1-A *Transportation Report.* Building on the Existing Conditions and Site Analysis Report, NN will conduct a multimodal access, circulation, and connectivity analysis of the project area. This will include analyzing and making recommendations regarding all modes of transportation within the project area, addressing elements such as:

- A coherent and effective street, trail and greenway network for the project area design and performance standards for streets, intersections, greenways and trails that will result in the creation of “Complete Streets”, which meet the needs of all users, including pedestrians, bicyclists, transit users, and motorists
- An effective parking plan, including both proposed public parking facilities, and design and performance standards for private parking
- An integrated transit network, encompassing bus and shuttle service (e.g. Antelope Valley Transit Authority routes), Metrolink commuter rail, and high-speed rail (California High Speed Rail and XpressWest)
- Palmdale Regional Airport access
- Taxis, carsharing, bicycle sharing, and other shared transportation modes
- A coherent set of transportation demand management strategies

The Transportation Report will provide recommendations for revisions, changes, or additions to the General Plan, Zoning Ordinance and PTVSP, as necessary. D&B will prepare three computer-simulated 3D simulations of key transportation systems, as they interface, affect and connect with the PTC.

3.1-B *Transportation Impact Analysis.* Prepare the Transportation Impact Analysis (TIA) report required to support the project’s environmental review document. The Traffic Impact Analysis will evaluate multi-modal transportation impacts to traffic, transit, bicycle, and pedestrian circulation. For the traffic operations portion of the CEQA analysis, NN will evaluate AM and PM Peak Hour Level of Service (LOS) at up to 10 study intersections, under each of two transportation analysis scenarios. To

the extent possible, NN will seek to develop a transportation strategy that makes the plan “self-mitigating,” so that the plan’s recommended street designs, transit improvements, transportation demand management strategy and other measures mitigate the impacts of future transit-oriented development.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Transportation Report, written (hard copy) and electronic report (including maps and photographs) <ul style="list-style-type: none"> <li>○ Recommendations for revisions, changes, or additions to the General Plan, Zoning Ordinance and PTVSP, as necessary.</li> <li>○ Three computer-simulated 3D simulations of key transportation systems, as they interface, affect and connect with the PTC</li> </ul> </li> <li>• Transportation Impact Analysis</li> <li>• Maps provided in GIS and/or AutoCAD format</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Transportation Report</li> </ul>

### 3-2 Urban Design, Street and Streetscape Standards (MLA, NN)

3.2-A *Design and Streetscape Recommendations.* Guided by the existing conditions study and stakeholder outreach, MLA will prepare illustrative urban design and streetscape exhibits for incorporation into the TOD Overlay Zone. Urban design and streetscape guidelines will describe the desired shape and character-forming aspects of structures and private and public open spaces within the TOD Overlay Zone. Design standards could include street level transparency, ground floor uses, massing height, character, and setbacks. MLA will also identify streetscape standards involving street furniture (street lights, garbage bins, benches, bollards, art, etc.), and sidewalks and landscaping (planting, water features, etc.).

3.2-B *Street and Access Recommendations.* NN will provide input and recommend concepts for street modifications for key access corridors, as well as work closely with MLA to prepare street and trail standards, including basic dimensions, lane configurations, and other transportation-related standards for the project area’s streets and trails. The Urban Design, Street and Streetscape Recommendations Report will provide recommendations for revisions, changes, or additions to the General Plan, Zoning Ordinance and PTVSP, as necessary.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Urban Design, Street and Streetscape Recommendations Report, written (hard copy) and electronic report detailing findings, opportunities, and recommendations for elements listed under 3-2. <ul style="list-style-type: none"> <li>○ Recommendations for revisions, changes, or additions to the General Plan, Zoning Ordinance and PTVSP, as necessary.</li> </ul> </li> <li>• Maps provided in GIS and/or AutoCAD format</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Urban Design, Street and Streetscape Recommendations Report</li> </ul>

### 3-3 TOD Overlay Plan, Land Use and Zoning Modifications (D&B)

Prepare a TOD Overlay Plan, Land Use and Zoning Recommendations Report detailing findings, constraints, opportunities and recommendations. The Report will include a draft Amended Land Use Policy Map and document acreage changes by land use and zoning type in a matrix, as well as identify General Plan, Zoning Ordinance, and PTVSP amendments needed to carry out the TOD Overlay Zone vision.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• TOD Overlay plan, Land Use and Zoning Recommendations Report, written (hard copy) and electronic report detailing findings, opportunities, and recommendations for elements listed under 3-3. <ul style="list-style-type: none"> <li>○ Matrix – acreage change by land use and zoning type</li> <li>○ Recommendations for revisions, changes, or additions to the General Plan, Zoning Ordinance and PTVSP, as necessary.</li> </ul> </li> <li>• Maps provided in GIS and/or AutoCAD format</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• TOD Overlay plan, Land Use and Zoning Recommendations Report</li> </ul>

### 3-4 Community Workshop #2 (D&B and City Staff, Team Members as appropriate)

This meeting is expected to re-introduce the project’s scope and goals, and report on the status of the various studies and outreach efforts. The workshop will include reporting on project-specific findings, constraints, opportunities and recommendations for the TOD Overlay Zone. D&B will draft press and media releases which can be distributed to local media and used in promotion materials to publicize the workshop.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Meeting Materials such as PowerPoint presentation, display boards, photographs, maps, concept drawings for display and interactive uses</li> <li>• Audio recording of the workshop</li> <li>• Meeting notes and summary of all public testimony</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Community Workshop #2 (1 trip)</li> </ul>

## Task 4. Environmental Assessment

*Objective: Prepare environmental r , expected to be an Environmental Impact Report (EIR). The EIR should substantially reduce the environmental review needed for subsequent transit-oriented development projects and supporting infrastructure.*

### 4-1 Notice of Preparation (NOP)/Scoping Meetings (RBF)

- 4.1-A *Notice of Preparation.* Prepare, distribute, post, and file the Notice of Preparation (NOP) for the EIR. The NOP will indicate the City’s decision to prepare an EIR that addresses all potential environmental issue areas; thus, a detailed Initial Study will not be prepared. This task includes certified mailing to affected agencies and interested parties. Comments received in response to the NOP will be evaluated during the preparation of the EIR.

4.1-B *Scoping Meeting.* Conduct one public scoping meeting so that the community can gain an understanding of the proposed Project and provide comments on environmental concerns.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Notice of Preparation and notice document</li> <li>• Scoping meeting sign-in sheets</li> <li>• Summary of meeting (verbal and written)</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• NOP filed, Scoping Meeting(s)</li> </ul>

**4-2 Administrative Draft EIR (RBF)**

4.2-A *Administrative Draft EIR.* Prepare an Administrative Draft EIR and technical studies for environmental factors required under CEQA. The effect of the Land Use Policy Map Amendments and TOD Overlay Zone policies and development potential on the environment will be analyzed and significant impacts will be identified. Impacts and mitigation measures will be organized and discussed by topic.

4.2-B *Environmental Legally Adequate Impact Analysis.* The Environmental Analysis section of the EIR will thoroughly discuss the existing conditions for each environmental issue area and identify short-term construction and long-term operational impacts associated with the Project and their levels of significance. The impact analysis will be in a consistent order of environmental factors as Appendix G of the CEQA Guidelines (Aesthetics, Agricultural, Air Quality, etc.). Environmental topical areas where no impacts or less than significant impacts are anticipated will be addressed in the “Effects Found Not to be Significant” chapter of the EIR. For each environmental issue requiring EIR analysis, the EIR will provide the analysis discussion, feasible mitigation measures specific to this environmental issue, and level of significance after mitigation for that environmental issue.

4.2-C *Technical Studies.* Prepare technical analysis for noise, air quality, and greenhouse gas emissions. The traffic technical study will be prepared by NN (see Task 3.1). This scope of work does not include the preparation of other technical studies, such as geology or hydrology/drainage. Geotechnical hazards will be identified based on existing geotechnical and soil data contained in previously prepared soils and geotechnical investigations and information provided by the City. A qualitative review of existing hydrology/hydraulics and water quality features will be evaluated, known storm drain facilities and deficiencies will be identified, and impacts to hydrology due to changes in percent impervious will be studied.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Administrative Draft EIR</li> <li>• Maps provided in GIS and/or AutoCAD format</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Administrative Draft EIR</li> </ul>

#### 4-3 Draft EIR (RBF)

Based on comments on the Administrative Draft EIR, prepare a legally adequate Draft EIR for the required 45-day public review period. Prepare the Notice of Completion (NOC) for submittal to the Office of Planning and Research (OPR) and work with the City to develop a distribution listing for the NOC and Draft EIR.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Draft EIR (5 copies, 30 CD's, and one reproducible copy)</li> <li>• Notice of Completion</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Completion of Draft EIR</li> </ul>

#### 4-4 Public Hearing on Draft EIR (RBF, D&B)

Prepare for and attend a Planning Commission meeting to solicit comments on the Draft EIR during the 45-day review period. This meeting is in conjunction with the meeting on the TOD Overlay Zone and General Plan, Zoning Ordinance, and PTVSP amendments detailed in Task 5-2.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Planning Commission Meeting</li> <li>• Audio recording of the workshop</li> <li>• Meeting notes and summary of all testimony.</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Public hearing on EIR (Combined with Planning Commission Hearing detailed in Task 5-2)</li> </ul>

#### 4-5 Notice of Determination (NOD) / Final EIR (RBF)

- 4.5-A *Response to Comments.* Following the 45-day public review period, response to comments will be prepared. The scope assumes the response to comments can be completed without additional technical studies.
- 4.5-B *Final EIR.* The Final EIR will consist of the revised Draft EIR text, as necessary, the "Response to Comments " section, and the Mitigation Monitoring and Reporting Program. The Draft EIR will be revised in accordance with the responses to public comments on the EIR.
- 4.5-C *Mitigation Monitoring and Reporting Program.* To comply with the Public Resources Code Section 21081.6 (AB 32180), prepare a Mitigation Monitoring and Reporting Program to be defined through working with City staff to identify appropriate monitoring steps/procedures and in order to provide a basis for monitoring such measures during and upon Project implementation.
- 4.5-D *Notice of Determination.* Prepare a Notice of Determination will be for Agency filing within five days of EIR certification. This scope of work excludes the required fees for the California Department of Fish and Wildlife (CDFW).
- 4.5-E *Process Facilitation.* Provide administrative assistance to facilitate the CEQA process including the preparation of the Notice of Determination, Statement of

Overriding Considerations, and Findings for City use in the Project review process. Findings will be prepared in accordance with the provisions of Section 15091 and 15093 of the State CEQA Guidelines and in a form specified by the City.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Response to Comments</li> <li>• Mitigation Monitoring Plan and Reporting Program</li> <li>• Final EIR (10 printed copies and one electronic copy)</li> <li>• All associated notices and findings in compliance with CEQA             <ul style="list-style-type: none"> <li>○ Findings and Statement of Overriding Considerations</li> <li>○ NOD and Administrative Record</li> </ul> </li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• NOD filed and Administrative Record verified</li> </ul>

### **Task 5. Final Adoption Process**

*Objective: Adoption of the Final TOD Overlay Zone, General Plan Land Use Amendments, Zoning Ordinance Amendments, Palmdale Transit Village Specific Plan Amendments, and certification of the Final EIR.*

#### **5-1 Public Notice (D&B and City Staff)**

Assist City staff in preparing for the formal public review and adoption process, including providing a draft of the proposed regulatory changes associated with the TOD Overlay Zone (General Plan, Zoning Ordinance and PTVSP amendments), and related EIR to be made available at the City Library, City website and at the City’s Development Services Building (Planning Department).

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Certified property owners list (City Staff)</li> <li>• Public notice (City Staff)</li> <li>• Draft TOD Overlay Zone; General Plan, Zoning Ordinance, and PTVSP amendments; and EIR</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Compliance with legal requirements for public noticing prior to public meetings</li> </ul>

#### **5-2 Planning Commission Adoption (D&B, RBF)**

Attend, prepare materials for, and make formal presentation of the TOD Overlay Zone; General Plan, Zoning Ordinance, and PTVSP amendments; and EIR before the Planning Commission. This meeting is in conjunction with the meeting on the EIR detailed in Task 4-4.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Presentation at Planning Commission</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Planning Commission approval (1 trip for each D&amp;B and RBF)</li> </ul>

#### **5-3 City Council Adoption (D&B, RBF)**

Attend, prepare materials for, and make formal presentation of the TOD Overlay Zone; General Plan, Zoning Ordinance, and PTVSP amendments; and EIR before the City Council.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Presentation at City Council</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• City Council adoption (1 trip for each D&amp;B and RBF)</li> </ul>

**5-4 Final production/distribution (D&B)**

Based on City Council action and final text changes provided by City staff, D&B will prepare the final TOD Overlay Zone; and General Plan, Zoning Ordinance, and PTVSP amendments.

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Final TOD Overlay Zone, and General Plan, Zoning Ordinance, and PTVSP amendments (Hard and electronic copies; all maps will be in GIS and/or AutoCAD format)</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Project completion</li> </ul>